A

Synopsis

For

Ph.D. Registration

University Department of Commerce and Business Management

Ranchi University, Ranchi

Research Topic :

"Work Life Balance of Women Employees in Banking Sector : A Comparative Study of Women Employees of SBI and HDFC Bank of Ranchi District"

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1. Introduction

Work-life balance (WLB) is a crucial aspect of an employee's overall well being, especially for women in demanding sectors like bank. The banking sector requires long working hours, high customers interaction and frequent target achievement, which can create challenges in maintaining a balance between professional and personal responsibilities. Women employees, in particular, face additional challenges due to societal expectations, household responsibilities and career aspirations. This study aim to compare the work life balance of women employees working in SBI and HDFC bank in Ranchi district. SBI being a public sector bank and HDFC bank a leading private sector bank operates under different work cultures, policies and job expectations. The study explores how these differences impact the work life balance of women employees in both banks. Analyzing factors such as working hours, job stress, work flexibility, maternity benefits, career growth and family support, this research seeks to provide insights into challenges and coping strategies of women in banking sector.

1.1 Definitions of work life balance

Work-life balance refers to the equilibrium between professional responsibilities and personal life. It means effectively managing work commitments while making time for personal interests, family and overall well-being. A good work life helps reduce stress, prevent burnout and improve overall quality of life.

Work life balance is "satisfaction and good functioning at work and at home with a minimum of role conflict.[1]"

Work life balance as "achieving satisfying experiences in all life domains with personal resources such as energy, time and commitment well distributed across domains.[2]"

Work-life balance is "the extent to which an individual's effectiveness and satisfaction in work and family roles are compatible with the individual's life priorities.[3]"

Work life balance as "is the individual perception that work and non work activities are compatible an promote growth in accordance with an individual's current life priorities.[4]"

1.2 The evolution of work life balance

Work life balance has evolved significantly over time, influenced by economic changes, technological advancements, labour movements, and cultural shifts. Under pre-industrial era (before 18th century) in agrarian societies, work and life were deeply intertwined families

worked together on farms and there were no clear separation between professional and personal life. Also artisans and craftsmen operated from home-based workshops, making the idea of work life balance irrelevant. During industrial revolution the shift to factory based labour led to rigid work schedules with 12 to 16 hours a day and 6 days a week, results in harsh working conditions, also child labour and no legal protections for workers. Labor movements began advocating for better working conditions and a need for discussions on work life balance. In the early 20th century, labor unions, activists etc fight for regulated working hours. The fair labor standards act (FLSA) in 1938 made the 40-hour workweek a legal standard in the US. Post world war II, the economic boom led to stable job with fixed working hours reinforcing the idea of separation between work and personal life. This era emphasized job security, pensions etc. but only for men. During the 1980s-1990s women entered the workforce in large numbers, challenging the traditional work life pattern. Companies began implementing flexible work schedules, maternity leave and wellness programs to retain employees. The term "**work life balance** " was first coined in 1980s in the U.K and U.S. as professionals struggled to form equilibrium between careers and families. In the 2000s work life balance becomes workplace priority, as employees started demanding more work flexibility, paid parental leave and corporate wellness initiatives. Later in the 2010s era people started prioritized flexibility in work hours, the concept of work life integration came into existence. Companies experimented with 4 day workweeks, remote work policies and gig economy opportunities to promote better balance. Also mental health advocacy became a core component of workplace discussions. Later The COVID-19 pandemic (2020) redefines work life balance. Work from home and later hybrid work models became the solution balancing work and life. In the present scenario artificial intelligence (AI) will continue transforming workplaces and reducing work load and enhancing the concept of work life balance.

1.3 Significance of work life balance

Maintaining a balance between work and personal life helps to reduce stress and leads to better mental and physical health. Employees with a good work life balance are more focussed and motivated towards their jobs which increases their efficiency and helps them to attain organization objectives along with personal objectives. It also allows individuals to spend time with their loved ones, selfcare enjoying their hobbies, it leads to greater overall happiness and life satisfaction. Good work life balance strengthens relationship, fosters stronger personal connections, leading to a more fulfilling social life. It also beneficial for employers as well because organisations in which work life balance are considered important, it ultimately increases productivity of the organisation. Its increases employees loyalty towards their

organisation, reduces absenteeism, also healthy and motivated employees creates a better workplace. We have seen a balanced lifestyle promotes physical and mental health by reducing the change of diseases like heart diseases, anxiety and depression. Work life balance enhance the level of creativity and helps individual to innovate, this not only helps and supports employees career growth but also the organisation to increase productivity and greater profitability.

1.4 Models of work life balance

A. Segmentation model :

This model of work life balance suggest that work and life are two different domains, they are independent of each other and doesn't overlap or influence each other. They are two different segments which are separated and have no relationship between the two domains.

B. Spillover model :

This model of work life balance states that work and life can have influence on each other either positive or, negative. They are interconnected and interdependent on each other. One can affect the other domain.

C. Compensation model :

It suggest that people try to make up for any deficiencies in one field by compensating for them in other. If in one domain person getting dissatisfaction they tend to compensate by giving more time in other domain in order to have satisfaction or positive experience .

D. Instrumental model :

It suggest that activities in one domain act as an instrument or means to achieve positive experiences in other. For example if one is working longer hours to get more pay they will use that money for their personal activities, hobbies or family.

E. Conflict model :

It suggest that fulfilling wants of one domain makes it difficult for the other and leads to conflict. If employee is giving more time at work eventually they tend to spend less time with family and vice versa.[5]

1.5 Regulatory provisions to maintain work life balance

Some of the legal provisions for women are as follows :

a. The Maternity Benefit Act, 1961

The act regulates employment of women in certain establishments for a certain period before and after child birth and provides for maternity and other benefits. The act applies to mines, factories, circus, industry, plantation and shops and establishments employing

ten or more persons, except employees covered under the Employees State Insurance Act 1948.[6]

b. Maternity Benefit (Amendment) Act, 2017

This amendment extended the duration of paid maternity leave from 12 weeks to 26 weeks for women employees, applicable for first two children. For mothers with more than two children, the entitlement remains 12 weeks. Additionally, it introduces the option for "work from home" post the maternity leave period, depending on the nature of the work and mutual agreement between the employer and the employee.

c. Right to disconnect bill, 2018

This bill seeks to establish an employee's right to disconnect from work-related communications during non-working hours. The aim is to ensure that employees are not engaged in work communications beyond their scheduled working hours, this helps in reducing stress and promotes work life balance.

d. Madhya Pradesh's Anand Sansthan (Department of Happiness)

Established in **2016,** this department focuses on promoting the well-being and happiness of people. It aimed at reducing stress and enhance quality of life and contributing towards work life balance.

e. The Equal Remuneration Act, 1976

Payment of equal remuneration to men and women workers for same or similar nature of work protected under the act.[7]

f. The Factories Act, 1948

Provision of creches in every factory wherein more than thirty women workers are ordinarily employed. Employment of women in factory is prohibited except between the hours of 6:00 am to 7:00 pm but permitted upto 10:00 pm in exceptional circumstances.[8]

1.6 Work life balance of women employees

Work life balance is a challenge for all the employees but when it comes to women employees, maintaining a balance between work and life is quite difficult, especially for married women as they have to handle work along with their family. They have to take care of husband, child and in-laws. Maintaining balance between personal and professional life sometimes become impossible leading women employees to even leave their job and this will end their career and block all the avenues for their growth. Women employees can't focus on their work if they face issues or imbalance in work-life. It can result in stress, health problems, anxiety and depression. women employees face a lot challenges like long working hours, lack of family and employer's support, work culture, and most importantly multiple roles played by

women in home and workplace. Organisational support and family support is very important for women to work in stress free environment and to attain their career growth and also to grow as an individual.

1.7 Women employees in banking sector

Women form an integral part of the Indian workforce. As per census 2011, the total number of female workers India is 149.8 million and female workers in rural and urban areas are 121.8 and 28.0 million respectively. 35.9 million females are working as cultivators and another 61.5 million are agricultural labourers. Of the remaining female worker, 8.5 million are in household industry and 43.7 million are classified as other workers.[9]

Lets talk about present scenario, women employees in the banking sector in India have been a significant, challenges and progress. As per RBI data, women constituted around 22-25% of the total workforce in scheduled commercial banks. Several women in top positions in Indian banks, Arundhati Bhattacharya (former chairperson, SBI), Shikha Sharma (former MD & CEO, Axis bank), Chanda Kochhar (former MD & CEO, ICICI), Renu Sud Karnad (MD HDFC bank), Shubhalakshmi Panse (Chairman & MD, Allahabad bank) etc.[10]

Despite the share of women employees in banking sector increasing but they still have to face a lot of problems while working in such a demanding sector, there are many reasons for example male dominance in workplaces, gender biasness, and gender discrimination they face in their work. Apart from these women have to play many responsibilities for example a mother, a wife, a daughter etc unlike men their time is distributed between work and family. The life of women employees in banking sector is very hectic, long working hours ,meeting targets and continuous interaction with customers etc. leading to work life imbalance. This may result in stress leads to depression which affects not only in their professional life but also personal life. In recent years, the government of India has introduced several initiatives aimed at enhancing work life balance for employees especially women employees.

1.8 An overview of State Bank Of India (SBI)

With a legacy of over 200 years, State Bank of India is an Indian multinational, public sector banking and financial services institution. For SBI, the interests of the common man have always remained at the SBI offers integrated Personal Banking services through a wide range of loan products, Salary Packages, Digital Loan offerings, NRI Business, and Wealth Management services, amongst others. SBI caters to the need of India's rural citizens through its offerings in Financial Inclusion Micro Credit, Agriculture Business. SBI is a pioneer of the International Banking among the Indian Banks. The International Banking arm is a consistent contributor in transforming the industry landscape through its Overseas Banking Subsidiaries

/ Joint Ventures / Associates. SBI is a market leader in SME financing. The Bank provide simple and innovative financial solutions to our SME clientele while also ensuring high quality customer services. SBI is a market leader in Government business. It significantly contributes towards e-governance initiatives taken by the GOI and is instrumental in the development of e-Solutions for both Central and State Governments. Headquartered in Mumbai, SBI provides a wide range of products and services to individuals, commercial enterprises, large corporates, public bodies, and institutional customers through its various branches and outlets, joint ventures, subsidiaries, and associate companies. It has always been in the forefront to embrace changes without losing sight of its values of Service, Transparency, Ethics, Politeness and Sustainability.

The State Bank of India (SBI) is the largest public sector bank in India, with a history that dates back to 1806 and was officially established in its current form in 1955. Headquartered in Mumbai, it is majority-owned by the Government of India and serves over 500 million customers through an extensive network of more than 22,500 branches and 63,000+ ATMs across the country. SBI holds a significant share in the Indian banking sector, accounting for around 23% of the market by assets. It offers a wide range of services including retail banking, corporate banking, agricultural and rural finance, and digital banking through platforms like YONO and Online SBI. Globally, SBI operates in 36 countries, providing services to NRIs and international businesses. It also has several major subsidiaries such as SBI Life Insurance, SBI Mutual Fund, SBI Cards, and SBI General Insurance, making it a comprehensive financial powerhouse in India and beyond..[11]

1.9 An overview of HDFC bank

HDFC Ltd was founded in 1977, when the Late Shri. HT Parekh, Founder and Chairman of HDFC Ltd, dreamt of millions of middle-class citizens of India owning a home and not having to wait till their retirement. The Housing Development Finance Corporation Limited or HDFC Ltd was among the first financial institutions in India to receive an “in principle” approval from the Reserve Bank of India (RBI) to set up a bank in the private sector. This was done as part of RBI’s policy for liberalization of the Indian banking industry in 1994. HDFC Bank was incorporated in August 1994 in the name of HDFC Bank Limited, with its registered office in Mumbai, India. The bank commenced operations as a Scheduled Commercial Bank in January 1995.

On April 4, 2022 the merger of India’s largest Housing Finance Company, HDFC Limited and the largest private sector bank in India, HDFC Bank was announced. HDFC Ltd,

over the last 45 years has developed one of the best product offerings making it a leader in the housing finance business. HDFC Bank enables seamless delivery of home loans as a part of its wide product suite catering to urban, semi urban and rural India.

As of December 31, 2024, the Bank's distribution network was at 9,143 branches and 21,049 ATMs across 4,101 cities / towns as against 8,091 branches and 20,688 ATMs across 3,872 cities / towns as of December 31, 2023. 51% of our branches are in semiurban and rural areas. The Bank's international operations comprises four branches in Hong Kong, Bahrain, Dubai and an IFSC Banking Unit (IBU) in Gujarat International Finance Tech City. It has five representative offices in Kenya, Abu Dhabi, Dubai, London and Singapore. The Singapore and London offices were representative offices of erstwhile HDFC Limited and became representative offices of the Bank post the merger. These are for providing loans related services for availing housing loans in India and for the purchase of properties in India.[12]

1.10 A brief introduction of Ranchi district

Ranchi is the capital of the Indian state of Jharkhand, and now it is the most populous city of the state. Ranchi was the centre of the Jharkhand movement, which called for a separate state for the tribal regions of South Bihar, northern Orissa, western West Bengal and the eastern area of what is present-day Chhattisgarh. The Jharkhand state was formed on 15 November 2000 by carving out the Bihar divisions of Chota Nagpur and Santhal Parganas.

The name Ranchi is derived from the previous name of the Oraon village at the same site, Archi. "Archi" derives from the Oraon word for bamboo grove or stave. According to legend, after an altercation with a spirit, a farmer beat the spirit with his bamboo stave. The spirit shouted archi, archi, archi and vanished. Archi became Rachi, which became Ranchi. One of the historically significant neighbourhoods of Rachi is Doranda (duran means song and daah means water in the Mundari language). Doranda lies between the Hinoo (Bhusur) & Harmoo Rivers, where the civil station, treasury and church established by the British Raj were destroyed by rebel forces during the Sepoy Mutiny.

Ranchi has been selected as one of the hundred Indian cities to be developed as a smart city under PM Narendra Modi's flagship Smart Cities Mission. Ranchi is well known for being the hometown of former Indian cricket captain MS Dhoni.

Ranchi city is governed by Municipal Corporation which comes under Ranchi Metropolitan Region. The Ranchi city is located in Jharkhand state of India.

As per provisional reports of Census India, population of Ranchi in 2011 is 1,073,427; of which male and female are 5,58,872 and 5,14,555 respectively. Although Ranchi city has

population of 1,073,427; its urban / metropolitan population is 1,126,720 of which 5,86,596 are males and 5,40,124 are females.

Ranchi, Capital of Jharkhand is divided into Ranchi and Bundu subdivisions and each subdivision is further divided into blocks, panchayats and villages. It consists of 18 blocks and 305 panchayats. Under Ranchi Sub Division, there are 14 blocks and Bundu Sub Division consists of 4 blocks.

The city has a moderate climate and was the summer capital of Bihar until Jharkhand was separated in the year 2000. It is popularly known as a "City of Water Falls".

Ranchi is a popular educational destination for students of Bihar, Jharkhand and some parts of West Bengal as well. Many students come here for their senior secondary education, and it also has some prestigious institutes like BIT Mesra, IIM, NIFFT, NUSRL, CIP, RIMS etc. It also boasts of the head offices of some crucial government organisations like HEC, CCL and SAIL. It is also known for quality sports infrastructure as there are plenty of international level stadiums for different kind of sports.The city is loaded with tourist destinations if you are a nature buff. There are multiple waterfalls, hills and forests within a range of 70-100 km from the city.[13]

2. Literature review

A literature review is a critical and comprehensive analysis of existing research, studies, and scholarly articles relevant to a particular research topic. It helps to establish the context, identify gaps, and justify the need for further research. The literature on importance of work life balance of women employees in banking sector :

Rajesh K Yadav, Nishant Dabhade (2014) : The aim of this research was to study the workspace and women employees perception on work life balance and job satisfaction, also shows correlation between work life balance and job satisfaction.[14]

Niharika Maharshi, Richa Chaturvedi : The objective of this research was find the determinants that affects work life balance of women employees in banking sector. Study also provided recommendation to improve work life balance. Data collected from respondents through questionnaires. Principal component analysis and linear regression model is used to find the factor significant to work life balance of women employees in banking sector.[15]

M Selvakumar, N Manicka Mahesh, V Sathyalakshmi, M Iswarya : The objective of this study is to identify the determinants of work life balance and measures to enhance work life balance of women employees in banking sector. The research also highlighted the importance of employer's support.[16]

Sowmya ND (2022) : The study focuses on the factors that influence work life balance of women employees. The study also focuses on the causes and consequences of imbalance on the basis of demographic factors, career development, and family.[17]

Sona Vikas, Ashish Mathur : The primary objective of this study was to find factors that mostly affects work life balance of women employees. The research findings included a strong correlation between workload, organisational support and family support.[18]

K Priya , S.B Inayath Ahamed (2022) : This research aims to develop relationship between career and family and establish the potential impact of both female employees in banking sector .The study reveals the role of women at work and at home is always challenging for women employees. The study also discussed the strategies taken by women bank employees of Iddukki district in Kerala.[19]

3. Research gap

During literature review, researcher found that a lot of research have been made on "work life balance of women employees in banking sector" in various district but several gaps remains that can be explored in this research. Despite a lot of research have been made on this topic still no one talked about mental health and its impact on employee's life. Also there is one more area which is to be explored that is artificial intelligence and its impact on work life balance. The most important aspect is post COVID work from home and hybrid models have gained popularity, its importance is also not addressed in any research paper. In this research there will be a comparison of work life balance among women employees between a leading public bank SBI and a leading private sector bank HDFC. a comparison between the top most public and private banks helps to understand different policies and work culture. The present research aims to fill the above gap.

4. Objective of study

The study has the following objectives :

a. To analyze the factors that affects work life balance of women employees working in SBI and HDFC bank in Ranchi district.

b. To study the mental health of women employees working in SBI and HDFC bank in Ranchi district.

c. To analyze the policies of work from home and hybrid model and its impact in banks for enhancing work life balance.

d. To identify the challenges faced by women employees working in SBI and HDFC banks.

e. To evaluate the correlation between work stress and job performance.

f. To examine the impact of digitalization & AI in banks on work life balance.

5. Hypotheses

H_1 There is a positive relationship between work life balance and job performance & satisfaction.

H_2 There is an inverse relationship between long and rigid working hours and work life balance of women employees.

H_3 Performance appraisal and recognition have positive impact on women employees.

H_4 Work life balance policies are better in State Bank of India than HDFC Bank.

6. Research Design and Methodology

Research design refers to overall strategies, approaches used by researcher to conduct a study. This research will be exploratory in nature. Research methodology refers to the systematic framework of techniques, tools and procedures used by researcher in order to collect, analyze and interpret data for solving a research problem, ensuring validity and reliability of the research. In this research both primary and secondary data will be collected, secondary data through books, research papers, magazines, annual reports and website of SBI and HDFC bank. Primary data will be collected through structured questionnaires with the help of stratified sampling, with sample size of 100 women employees of SBI and HDFC bank of Ranchi district, 50 each from both the banks. Data analysis will be done with the help of various statistical tools for example mean, correlation, standard deviation, variance, T test, Z test or the tests which will be suitable for data analysis. All the data collected and analyzed will represented with the help of pie-chart, graph, bar diagram etc.

7. Limitations of study

a. The research will only focus on work life balance and issues of women employees working in banking sector, majorly there are many sectors other than banking where women are facing issues and there is imbalance between their work and life like corporate sector etc.

b. The researcher will take sample only from Ranchi district also only confined to two banks SBI and HDFC banks.

c. The findings may vary due to women employees hesitation to share their personal and professional challenges due to privacy concerns or fear of being terminated.

d. The topic is subjective in nature and people have different perception and definition of work life balance therefore responses may influence by there individual perception, opinion etc.

e. Different banks have different policies and work culture and this will make difficult for researcher to generalize findings.

8. Tentative Chapterization :

Chapter I	:	Introduction and literature review
Chapter II	:	Regulatory framework of work life balance with special reference to women employees
Chapter III	:	Work life balance policies and practices in SBI and HDFC bank in Ranchi district
Chapter IV	:	Data analysis and hypotheses testing
Chapter V	:	Conclusions, findings and recommendations

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